MISSION

To make available within the state correctional institutions opportunities for employment of inmates in jobs which combat idleness and develop good working habits.

To provide training and work experience that will assist inmates in eventually securing and holding gainful employment outside the correctional institution.

To reduce the cost to society of maintaining an inmate through the sale of inmate-produced goods and services and by requiring and enabling inmates to pay some portion of their room and board costs.

To require and enable inmates to accumulate savings for their eventual return to the community.

To require and enable inmates to provide assistance to their dependents, thus tending to strengthen family ties.

To require and enable inmates to make restitution to the victims of their offenses, so as to assist the inmates in accepting responsibility for the consequences of their acts.

To require and enable inmates to provide training and work experience that will assist inmates in eventually securing and holding gainful employment within the state correctional institution.

To make available within the state correctional institutions opportunities for employment of inmates in jobs which combat idleness and develop good working habits.

VISION

To require and enable inmates to provide assistance to their dependents, thus tending to strengthen family ties.

To require and enable inmates to make restitution to the victims of their offenses, so as to assist the inmates in accepting responsibility for the consequences of their acts.

To reduce the cost to society of maintaining an inmate through the sale of inmate-produced goods and services and by requiring and enabling inmates to pay some portion of their room and board costs.

To make available within the state correctional institutions opportunities for employment of inmates in jobs which combat idleness and develop good working habits.
<table>
<thead>
<tr>
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</table>
Dear Director Stewart:

On behalf of the staff of Arizona Correctional Industries (ACI), I am pleased to present the Annual Report for Arizona Correctional Industries for Fiscal Year 2002.

Nothing in our country was untouched by the events of September 11, 2001. This tragedy has sparked introspection and contemplation on a national level, leading us to rediscover who we are as a country and upon release, through the progressive acquisition of marketable job skills, desirable work habits, and self-esteem.

ACI confirmed its resiliency this year by successfully confronting a variety of financial challenges. Arizona's economy was not immune to national trends. Within the Department of Corrections, ACI assumed responsibility for the cost of all Correctional Officers assigned to ACI operations and suffered a significant loss in the garment factory due to changes in the clothing regulations. ACI's debt-free operations, $1 million contribution to the Corrections Fund, and $1 million to the State General Fund for fiscal year 2002, highlight ACI's commitment to successfully contributing a variety of economic benefits to the State of Arizona.

In the annual economic impact assessment of ACI, the Arizona State University Center for Business Research reports that ACI operations contributed directly and indirectly to the economic well-being of the State of Arizona. In the year to come, ACI plans to continue to strengthen Owned-and-Operated Prison Industry Enterprises, while also exploiting opportunities for partnerships and new partnerships with public and private sector businesses. In particular, Operational Prison Industry Enterprises will continue to focus on bringing jobs to the United States by coming partnerships with public and private sector businesses. In particular, Operational Prison Industry Enterprises will continue to focus on bringing jobs to the United States by coming partnerships with public and private sector businesses.

In the year to come, ACI plans to continue to strengthen Owned-and-Operated Prison Industry Enterprises, while also exploiting opportunities for partnerships and new partnerships with public and private sector businesses. In particular, Operational Prison Industry Enterprises will continue to focus on bringing jobs to the United States by coming partnerships with public and private sector businesses.

Sincerely,

John J. Spearman
Assistant Director
Arizona Correctional Industries' (ACI's) enabling statute serves as the core of ACI's mission and the foundation for its activities. In pursuit of its goals, ACI has also adopted four philosophical and operational ideals that serve as benchmarks for progress:

1) Statewide work opportunities reflecting industry diversity;
2) Supportive, collaborative partnerships with prisons that directly contribute to achieving the mission of the Arizona Department of Corrections;
3) Customer-driven attention to quality, timeliness, and responsiveness; and
4) Conscientious and responsible governmental entity within the State of Arizona, contributing to the economic prosperity of the State and supporting Arizona businesses.

Clearly focused on its role within the Arizona Department of Corrections and the larger social and economic contexts in which it operates — ACI GETS RESULTS!
ACI GETS RESULTS FOR:

**INSTITUTIONS**

- Significant contributions to the economic community
- Returning law-abiding, productive citizens to the state
- Development and prosperity of the state
- Significant support from taxpayers
- Combats inmate idleness
- Reduces disruptive behavior
- Facilitates inmate management
- Leads to increased compliance with institutional requirements
- Contributes to a safe and secure environment
- No financial support from taxpayers

**THE STATE OF ARIZONA**

- Deductions/contributions from inmate wages for taxes, cost of incarceration, victim's compensation, restitution, and other financial obligations, including family support
- Significant contributions to the economic development and prosperity of the State
- Returning law-abiding, productive citizens to the community
- Provides rewards for successful attitudes and behaviors
- Leads to increased compliance with institutional requirements
- Contributes to a safe and secure environment
- Reduces disruptive behavior
- Inmate idleness
- Inmate management
- Efficient use of taxpayer dollars for tax-supported entities

**CUSTOMERS**

- Contracts to provide consistent, reliable, and qualified inmate labor
- Professional installation and customer service/support
- Quality products and services
- Supported entitles
- Improved chance of success upon release
- Family support
- Savings
- Self-confidence and pride
- Sound work ethic and work habits
- Marketable job skills

**INMATES**

- Marketable job skills
- Sound work ethic and work habits
- Self-confidence and pride
- Savings
- Improved chance of success upon release
- Family support
- Marketable job skills
Throughout this report, "Inmates Employed" reflects the actual number of inmates who have had the opportunity to benefit from ACI work programs. In addition, this year ACI began calculating the Full-Time Equivalent (FTE) for inmate workers based on a 40-hour work week. This figure allows the Department of Corrections to measure work program information using a standardized method. By calculating information based on all positions, ACI can determine the number of inmates that worked for ACI during the year.
Contributions/deductions from inmate wages include taxes, cost of incarceration, victim's compensation, restitution, and other financial obligations, including family support.

Direct contributions represent expenditures for goods and services, and staff compensation. Indirect contributions represent demand for goods and services created by ACI operations and enterprises.
A Arizona Correctional Industries reports to the Director of the Department of Corrections through the Deputy Director of Prison Operations. This structure ensures that ACI activities complement those of Prison Operations and allows for maximum coordination between ACI and the prisons. In addition, ACI's strategic plans are developed in alignment with Prison Operations' goals, to contribute to their achievement.

ACI BOARD OF DIRECTORS

ACI's business and financial operations are reviewed periodically by the ACI Board of Directors. The Board is composed of the following members:

Board Chairman:
Terry L. Stewart, Director, Arizona Department of Corrections

Board Members:
Charles L. Ryan, Deputy Director, ADC Prison Operations
Richard C. Canzon, Deputy Director, ADC Administration
Michael J. Smarik, Deputy Director, ADC Administrative Services Division
Frank Nageotte, Retired President, Greyhound/Dial Corporation

ACI FUNCTIONAL ORGANIZATIONAL STRUCTURE

• Administrative Services: Provides support for all financial and administrative functions.
• Business Development: Responsible for development of Public and Private Sector Partnerships and compliance with the resulting inmate labor contracts.
• Graphic Design and Engineering: Provides state-of-the-art conceptual drawings and detailed manufacturing illustrations.
• Operations: Responsible for all owned-and-operated facilities and services.
• Marketing and Sales: Responsible for all business activities associated with marketing and sales of ACI products and services.
• Finance and Accounting: Responsible for all financial and accounting functions.

Structured along the lines of a traditional private enterprise, ACI industries and related activities are directed through three administrative units and three operational bureaus:

• Finance and Accounting: Responsible for all financial and accounting functions.
• Marketing and Sales: Responsible for all business activities associated with marketing and sales of ACI products and services.
• Operations: Responsible for all owned-and-operated manufacturing, production, and service facilities and activities.

Arizona Correctional Industries reports to the Director of the Department of Corrections through the Deputy Director of Prison Operations.
ACI is proud to report the following major accomplishments for Fiscal Year 2002:

1. Alcohol Abuse and Treatment Fund

2. Includes such deductions as disciplinary and compassionate restitution and filing fees

**FINANCIAL AND OPERATIONAL ACCOMPLISHMENTS**

- Generated total revenues of $17,419,754 from goods and services.
- Realized a net income of $414,836.
- Maintained debt-free operations.
- Provided daily work opportunities for an average of 1,523 inmates in ACI work programs.
- Paid more than $4.9 million in inmate wages.
- Provided the following deductions from inmate wages:
  - Returned to the State General Fund a total of $1,019,836 in room and board.
  - Contributed $133,783 to the Victim’s Compensation Fund.
  - Distributed $97,066 to the Alcohol Abuse and Treatment Fund.
  - Supplied federal, state, and FICA taxes of $190,458.
  - Contributed $1 million to the Corrections Fund for the fourth year in a row and contributed $1 million to the State General Fund.

- Contributed $1.019.836 in room and board:

- Contributed $133.783 to the Victim’s Compensation Fund.

- Distributed $97.066 to the Alcohol Abuse and Treatment Fund.

- Contributed $1.019.836 in room and board:

- Contributed $1 million to the Corrections Fund for the fourth year in a row and contributed $1 million to the State General Fund.

**FOR FY 2002**

**DISTRIBUTION OF INMATE WAGES**

- TOTAL: $4,949,281
- Operated 6%:
  - 4% Public and Private Providers
  - 83.1% Support Programs

- Source of Inmate Wages:

ACI is proud to report the following major accomplishments for Fiscal Year 2002:
NEW PUBLIC AND PRIVATE SECTOR PARTNERSHIPS

ASPC - Lewis
Phoenix Bankcard Services
Desert Thunder Welding
HTH, Inc.
Swift Transportation Company
Safety Services Co.
Alleco Stone

ASPC - Perryville
Televerde (opened second operation)
Swift Transportation Company

ASPC - Winslow
Eurofresh

ASPC - Marana
ESB Modular Manufacturing

ASPC - Phoenix West
Swift Transportation Company
Pratte Development Company

* Under development

** Source - Arizona State University Center for Business Research

ECONOMIC IMPACT

In addition to the financial accomplishments noted, ACI created the following economic impact for Fiscal Year 2002, without any appropriated funding:

ACI operations contributed directly and indirectly to the economy of the State of Arizona through expenditures for materials, supplies, and outside services totaling nearly $12.8 million for the year. Staff salaries amounted to nearly $3.7 million for the year.

ACI expenditures resulted in further indirect economic impact, creating more than $2.9 million in demand for goods and services. Additional expenditures of approximately $1.47 million for additional goods and services, including the creation of 336 new jobs and a corresponding demand for goods and services, benefitted the State of Arizona, with a total economic impact of more than $12.5 million.

In addition to the financial accomplishments noted, ACI created and sustained over 336 new jobs and supported the local economy through increased demand for goods and services. This resulted in an economic impact in excess of $12.8 million, significantly contributing to the prosperity of Arizona.

ECONOMIC IMPACT—Continued
A\nCI Owned-and-Operated Prison Industry Enterprises and related business activities lie at the heart of ACI operations. With 21 industries and business activities located in six prison complexes statewide, ACI work programs provided meaningful employment to over 700 inmates during Fiscal Year 2002. An additional 744 inmates were assigned to Partnership positions during Fiscal Year 2002.

The acquisition of marketable job skills, desirable work habits, and a sense of self-esteem, through the progressive acquisition of success upon release, is the primary focus of ACI Owned-and-Operated Prison Industry Enterprises, after inmates are released from incarceration. A range of opportunities that serve as a first step, a stepping stone, and a stepping stone for workforce development and self-sufficiency programs, ACI work programs focused on 723 inmates employed by ACI for the fiscal year. ACI-owned enterprises employed 72% of inmates, while ACI-owned and operated enterprises accounted for 28% of employment opportunities.

In ACI Owned-and-Operated Prison Industry Enterprises

TOTAL INMATES EMPLOYED

---

FOCUS: ACI Owned-and-Operated Prison Industry Enterprises

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A
FIRST STEP

CI entry-level trainee and semi-skilled positions provide inmates with an introduction to the basics of marketable employment skills. While engaged in these positions, inmates are also exposed to behaviors that teach and strengthen proper work ethic and good work habits. In addition, these initial work opportunities familiarize inmates with appropriate workplace interactions and teamwork. For some inmates, this is a new experience. For many others, it is also their first opportunity to develop self-esteem through work-related activities and to take pride in their accomplishments.

CI entry-level trainee and semi-skilled positions provide inmates with an introduction to the basics of marketable employment skills. While engaged in these positions, inmates are also exposed to behaviors that teach and strengthen proper work ethic and good work habits. In addition, these initial work opportunities familiarize inmates with appropriate workplace interactions and teamwork. For some inmates, this is a new experience. For many others, it is also their first opportunity to develop self-esteem through work-related activities and to take pride in their accomplishments.

This vital "First Step" provides inmates with the experience necessary to acquire basic work skills and good work habits and to develop the confidence essential to achieving future success in the workplace.

- Carpenter's Helper
- Cabinet Maker's Helper
- Mechanic's Helper
- Press Operator
- Punch Press Operator
- Welder's Helper
- Hand Trimmer/Presser
- Hemmer
- Sander
- Prep Assembler
- Foreman
- Painter
- Cabinet Maker's Helper
- Press Operator
- Punch Press Operator
- Welder's Helper
- Hand Trimmer/Presser
- Hemmer
- Sander
- Prep Assembler
- Foreman
- Painter
While at the ACI upholstery shop, I've learned the upholstery business from the planning of an upholstery job to the finish of the order, which includes the estimating of the materials needed to complete the order, the making of the upholstery business from the upholstery business. From the planning of an upholstery job to the finish of the order, which includes the estimating of the materials needed to complete the order, the making of the upholstery business from the upholstery business.

|---------------|---------------|--------------|----------------|--------------|-------------------|---------------|-------------------|-------------|----------------|----------------|-------------------|-------------------|---------------------|

There is significant room within ACI operations for inmates to advance once they have achieved the necessary fundamental skills and demonstrated desirable work habits. These “Stepping Stones” of success within ACI industries lead to increasingly marketable and rewarding work experience during incarceration, while simultaneously encouraging improved work habits and fostering self-esteem.

Inmates are eligible to promote to skilled positions within the same industry or, in some cases, to apply for a job in a different ACI industry. Because ACI has enterprises throughout the Department of Corrections, inmates transferred to another prison typically have access to ACI operations at that location, creating continuity in the level of the inmate’s work experience. The most accomplished inmates may be selected to work in one of the many ACI public enterprises. These assignments offered within the Department of Corrections, inmate wages available to inmates, they represent the premier job positions currently available to inmates, they represent the premier job positions currently available to inmates.

Because these programs most closely reflect the work environment in the free world and also offer the inmate’s ability to transfer to work in one of the many ACI public enterprises, inmates transferred to another prison typically have access to ACI operations at that location, creating continuity in the level of the inmate’s work experience. The most accomplished inmates may be selected to work in one of the many ACI public enterprises.
Since I've been incarcerated, I decided to turn my life around and get some skills I can take with me back to society to help me take care of my family and become a productive member of society. With the work knowledge I have, I can't wait to start my own business and regain my place in society.

Inmate Worker

The Arizona Department of Corrections depicts the model for promoting change in criminal behavior as a four-legged stool, with the legs representing education, substance abuse, spirituality, and work. As a key element in this model, ACI work programs provide inmates with a "Cornerstone" upon which they can build a successful future upon release. With this foundation, ACI work programs provide inmates with a work environment similar to those found in the free world, ACI strives to give inmates the tools to create opportunities for employment and avenues for change in criminal behavior as a four-legged stool, with the legs representing education, substance abuse services, spiritually, and work experience, exposure to good work habits, and family.
In addition to providing jobs for inmates through owned-and-operated prison industry enterprises, ACI creates jobs by entering into Partnerships to supply inmate labor.

There are two types of Partnerships:

- **Public Sector**—These Partnerships provide inmate labor for other State agencies, allowing them to offer greater services without significant increases in taxpayer support.
- **Private Sector**—These Partnerships provide inmate labor for private sector companies with hard-to-fill labor requirements.

Inmates learn skills that are currently in demand, while also learning responsibility by contributing a portion of their wages to their cost of incarceration, victim's compensation, family support, and other financial obligations.

Institutional administrators benefit from the motivation these partnerships result in some of the most promising and sought-after inmate work opportunities within the Arizona Department of Corrections.

Contract Partners gain a dependable, reliable work force, allowing them to focus on other aspects of their business.

These mutually beneficial partnerships result in the highest standards of behavior and adherence to these jobs create for inmates to consistently adhere to institutional guidelines.

Private Sector Partnerships are a subcategory of Private Industry Enhancement (PIE) Labor for private sector companies with hard-to-fill labor.

These additional guidelines:

- **Private Sector**—These Partnerships provide inmate services without significant increases in taxpayer support.
- **Public Sector**—These Partnerships provide inmate labor.

There are two types of Partnerships:

- **Public and Private Sector Partnerships**—These Partnerships provide inmate labor and owned-and-operated prison industry enterprises. ACI creates jobs and provides inmate labor on a larger scale.

The State of Arizona realizes ongoing economic benefit from these Partnerships, though direct economic contributions and increased efficiency and effectiveness from these Partnerships do not directly benefit the State.

Inmates learn skills that are currently in demand, while also learning responsibility by contributing a portion of their wages to their cost of incarceration, victim's compensation, family support, and other financial obligations.

Institutional administrators benefit from the motivation these jobs create for inmates to consistently adhere to institutional guidelines.

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There are two types of Partnerships:

- **Public and Private Sector Partnerships**—These Partnerships provide inmate labor and owned-and-operated prison industry enterprises. ACI creates jobs and provides inmate labor on a larger scale.
MANUFACTURING ENTERPRISES

TOTAL: $9,161,454

BY ACI MANUFACTURING ENTERPRISE TYPE

SALES

TOTAL: 497

BY ACI MANUFACTURING ENTERPRISE TYPE

INMATES EMPLOYED
SERVICE ENTERPRISES

TOTAL: $9.161.444

BY ACL MANUFACTURING ENTERPRISE TYPE

SALES

TOTAL: 497

BY ACL MANUFACTURING ENTERPRISE TYPE

INMATES EMPLOYED

SERVICE ENTERPRISES
During FY 2002, there were 26 Partnership work programs located in 11 prisons throughout the state.
To: Arizona Correctional Industries  
From: Inmate Talbot  
Date: 23 August 2002  
Subject: Appreciation Letter

I would like to extend my appreciation and gratitude to the staff and administration for the time and patience displayed during my training in the purchasing department. I feel very confident that I can proceed with employment and purchasing without any problems. The experience I received could not have been achieved anywhere else in the system and I will always be grateful.

I would like to extend my appreciation to Vicki Fitzpatrick, Purchasing Manager for the time and patience she displayed during my training. The experience I received during my training in the purchasing department will be invaluable experience which will help me greatly to re-enter society when my sentence is completed.

Again, a big thank you to everyone who participated in the management team.

Sincerely,

Connie Talbot

A LETTER OF APPRECIATION TO ACI

Throughout this report, we have described the professional, social, and financial impact of ACI work programs. We have also emphasized the long and short-term benefits realized from ACI employment, not only for inmate workers, but for the Department of Corrections and the State of Arizona. So well, the following letter, which was sent to ACI by an inmate about to be released, validates our comments and convictions about the positive influence that ACI work programs have on inmates' lives in the present and in the future.
FISCAL YEAR 2002
FINANCIAL STATEMENT
ARIZONA CORRECTIONAL INDUSTRIES
JUNE 30, 2002 AND 2001
UNAUDITED FINANCIAL STATEMENT
FINANCIAL STATEMENT
FISCAL YEAR 2002
<table>
<thead>
<tr>
<th>Assets</th>
<th>2001</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash in bank and on hand</td>
<td>$12,802,996</td>
<td>$3,900,641</td>
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<tr>
<td>Accounts Receivable</td>
<td>1,700,751,734</td>
<td>976,316,993</td>
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<tr>
<td>Inventories</td>
<td>2,205,250</td>
<td>1,780,208</td>
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<tr>
<td>Prepaid expenses</td>
<td>69,468</td>
<td>795,659</td>
</tr>
<tr>
<td>Property, plant and equipment, net</td>
<td>13,584,046</td>
<td>13,584,046</td>
</tr>
<tr>
<td>Total assets</td>
<td>$15,500,376</td>
<td>$12,802,996</td>
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<table>
<thead>
<tr>
<th>Liabilities and Fund Equity</th>
<th>2001</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities</td>
<td>$1,075,173</td>
<td>$1,075,173</td>
</tr>
<tr>
<td>Total net assets</td>
<td>$15,364,254</td>
<td>$15,364,254</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$14,289,081</td>
<td>$14,289,081</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
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<tr>
<td>Accounts Payable</td>
<td>170,193</td>
<td>795,659</td>
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<tr>
<td>Accounts Payable, related to capital assets</td>
<td>51,700,966</td>
<td>51,700,966</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>1,689,788</td>
<td>1,689,788</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$14,289,081</td>
<td>$14,289,081</td>
</tr>
</tbody>
</table>
### Statement of Cash Flows - Enterprise Fund

**Year Ended June 30, 2002 and 2001**

#### Cash flows from operating activities:

- **Operating income**
- Adjustments to reconcile operating income to net cash provided by (used for) operating activities:
  - Depreciation
  - Changes in assets and liabilities:
    - Accounts receivable
    - Inventories
    - Prepaid expenses
    - Accounts payable
    - Accrued payroll and employee benefits
    - Accrued compensated balances
    - Other accrued liabilities
    - Accounts receivable
    - Prepaid expenses
    - Accounts payable
- Net cash provided by (used for) operating activities

#### Cash flows from noncapital financing activities:

- Cash paid to other funds
- Proceeds from sale of scrap and other miscellaneous items
- Net cash provided by (used for) noncapital financing activities

#### Cash flows from capital and related financing activities:

- Acquisition and construction of property, plant and equipment
- Loss on disposal of fixed assets
- Net cash used for capital and related financing activities

#### Cash flows from investing activities:

- Interest receipts on investments
- Net cash provided by investing activities

#### Net increase (decrease) in cash

- Cash, July 1
- Cash, June 30

#### Cash, June 30, consists of:

- Cash in bank and on hand
- Cash on deposit with State Treasurer
- Total

---

**Year Ended June 30, 2002 and 2001**

<table>
<thead>
<tr>
<th>Item</th>
<th>2002</th>
<th>2001</th>
</tr>
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<tbody>
<tr>
<td>Cash, July 1</td>
<td>$761,063</td>
<td>$761,063</td>
</tr>
<tr>
<td>Cash, June 30</td>
<td>$761,063</td>
<td>$761,063</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>($148,208)</td>
<td>($148,208)</td>
</tr>
<tr>
<td>Cash flows from noncapital financing activities</td>
<td>($32,547)</td>
<td>($32,547)</td>
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<tr>
<td>Net cash provided by (used for) noncapital financing activities</td>
<td>($2,216,223)</td>
<td>($2,216,223)</td>
</tr>
<tr>
<td>Cash flows from capital and related financing activities</td>
<td>($7,007,126)</td>
<td>($7,007,126)</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>($27,746)</td>
<td>($27,746)</td>
</tr>
<tr>
<td>Net cash provided by (used for) operating activities</td>
<td>($973,537)</td>
<td>($973,537)</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>($379,178)</td>
<td>($384,322)</td>
</tr>
<tr>
<td>Cash, June 30</td>
<td>$410,257</td>
<td>$410,257</td>
</tr>
<tr>
<td>Cash, July 1</td>
<td>$410,257</td>
<td>$410,257</td>
</tr>
<tr>
<td>Total</td>
<td>$761,063</td>
<td>$761,063</td>
</tr>
</tbody>
</table>